

Sustainable development and Green Human Resource Management

✉ Dr. Amisha Ghelani
amisha.ghelani@atmiyauni.ac.in

ABSTRACT

The purpose of this research is to study the "green" in human resources work, analyzing the latest environmentally friendly solutions and proposing the development of a new green human resource management model. Concerns about environmentally friendly strategies and actions are being emphasized around the world. The recent climate conference in Bonn, where heads of state came together to develop a roadmap, is a testament to the need to rethink our habits and make decisions that benefit society in the long run. Sustainable development has now become the necessity of the moment. To ensure that the world becomes a better place to live, it is necessary to adopt environmentally friendly policies. Organizations, public or private, can make a significant contribution to ensuring a greener environment if they integrate a number of grassroots environmentally friendly initiatives into their operations. This basic concept paper discusses the steps organizations can take to support the cause and need for sustainable growth or environmentally friendly missions. The purpose of this study is to adopt sustainable and environmentally friendly practices by human resource management departments in organizations in the form of green human resource management. Green HRM is a concept that has recently caught the attention of scholars, this concept paper further adds a basic understanding of this idea.

Keywords: Human Resource Management, GHRM, Sustainable Development, environment friendly.

1. INTRODUCTION

Organizational management practices have changed dramatically in recent years. Climate change is a fact, activists and environmental experts argue that the quality of our environment is deteriorating and that massive floods and climate change are evidence of global warming. It is now imperative to change our habits and engage in serious conscious efforts to address environmental issues as a major concern. The importance of sustainable development can be seen from the fact that the United Nations has provided a new roadmap for all countries to comply with it by 2030. Sustainable development means, "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (Brundt and Commission, 1987) [6].

Sustainable development has now become the need of the hour, governments should seriously consider developing mechanisms with the private sector to develop plans to protect the environment. Organizations under the name of Corporate Social Responsibility (CSR) claim to compensate the environment, but they need to go beyond normal activities and adopt more regular practices for better implementation of their green initiative, and this green initiative can be a part of it. Comprehensive CSR (Mandeep, 2012) [18].

Institutions should not take such initiatives as an expense, but as a long-term investment. The private sector is taking initiatives that positively contribute to sustainable approaches to the environment, one of the best-known emerging areas being Green Supply Chain Management, according to Lee et al. (2012), there is a vivid relationship between GSCM and the business performance of the organization.

Moving beyond green supply chain management, multinational corporations today are integrating the "green" idea into their management practices and making it part of their strategic goals. Referring to various scholars, Ahmad (2015) [2] highlights the introduction of fields such as green marketing, green accounting, green retailing and others. Multinational companies such as LG, Toshiba and Sony are among the few brands committed to this mission. The Toshiba Environmental Report defines green management as "an initiative aimed at continuously improving the foundations of environmental management, such as the management of environmental activities, environmental management systems and environmental communications, as well as the management responsible for the conservation of biodiversity." There is a holistic approach to and has many aspects and dimensions.

As mentioned above, different parts of the organization can contribute to the achievement of larger ecological goals by reorganizing its basic practices or routine functions. Certainly, greater ownership or consolidation will have a greater impact on the larger organizational vision, but the organization's wings can bring innovation and lead. This document focuses on a section of the organization, namely human resource management, which has gained importance in recent decades with the recognition of strategic human resource management as a major discipline. The purpose of this document is the adoption and integration of the idea of green practice by human resource management and this idea is basically called Green Human Resource Management (GHRM). Jabbour and Jabbour (2016) [11] provide an integrated framework of GHRM and GSCM in which the authors focus on areas of organizational stability. Mampra (2013) [17] defines green human resource management as "the use of human resource management policies to promote the sustainable use of resources in enterprises and to promote the cause of environmentalism which further increases morale and employee satisfaction ". According to Jabbar et al. (2010) [12] "The functional parameters of human resource management such as job description and analysis, recruitment, selection, training, performance evaluation and awards are defined as Green HRM". With this basic introduction for the purpose of this paper, the authors now define the objectives of this study, followed by the actual approach or conceptual model towards simulating or adopting green HRM by organizations.

2. OBJECTIVES

This conceptual paper has the following objectives that shall be met using the literature on subject under exploration:

- To establish the need for Green HRM
- To look at the basic concept of Green HRM
- To suggest basic measures to HRM department to practice Green HRM

- **GREEN HUMAN RESOURCE MANAGEMENT (GHRM):**

According to Dennis and Griffin (2009) [8], HRM is a broad set of managerial activities and functions related to developing and maintaining skilled employees in a way that contributes to organizational effectiveness. HRM is a well known and understood concept; The authors therefore do not pay much attention to establishing the basic meaning or understanding of the term. GHRM is a relatively new idea and is gaining popularity with major concerns about environmental concerns and the role organizations can play. The basis of this idea can be linked to the 'Green Movement' which actually drives the idea of promoting sustainable practices in various functions of the organization. The Green Movement has basically four principles: "Environmentalism, Sustainability, Nonviolence and Social Justice". Supporters of these principles are called "green". The "greens" are mainly concerned with movements for peace, environmental sustainability and acts of non-violence (Sharma and Gupta, 2015) [30]. As discussed above, management scholars have incorporated this green practice into various functions of organizations. Likewise, green HRM isn't the only concept.

Sharma and Gupta (2015) [30] also hold the view that the concept of sustainability is a universal and widespread use for the Green HRM organization and its staff. Green actions can be incorporated into various steps or processes in the organization. Green HRM refers to the use of HRM to support the sustainable use of resources in organizations (Rani and Mishra, 2014) [25]. Some organizations, such as those mentioned in the opening part of this research paper, identify themselves as green, working to create an image of their green organizations to take advantage of this image of goodwill.

Using the HRM functions defined by Mondy and Noe (2005) [20], based on the literature, the following section suggests several ways in which some aspects of greenery are reflected in the organization's HRM practice. Mondy and Noe (2005) [20] state that the five functions of human resource management are recruitment, selection, training and development, performance management, compensation and benefits, and safety and health.

3.1 HUMAN RESOURCE PLANNING

Human Resource Planning (HRP) is an ongoing process of systematic planning to achieve the best use of an organization's most valuable resource: quality personnel. HR planning ensures optimal fit between employees and jobs, while avoiding labor shortages or surpluses.

Forecasting the number and types of employees required to carry out the company's environmental protection policies, services and activities (e.g. ISO 14001, cleaner production, responsible care, etc.). Participation in the development of strategies to meet the expected demand for environmental work (e.g. Hiring consultants/experts to conduct an energy or environmental audit).

3.2 RECRUITMENT

The recruitment process is a process of identifying job vacancies, reviewing applications, analyzing job requirements, screening, selecting and selecting the right candidate. To be greener in terms of recruiting work, organizations may have two options, namely, to develop a recruiting strategy that attracts candidates who are somewhat informed and concerned about the environment.

Another option is for organizations to present themselves as "green employers" because, according to one study, people prefer to work for an organization that recognizes the need to protect the environment (Clark, 2006) [7]. Basically, in terms of recruitment, the most effective option for organizations may be to attract people who will take care of this cause in the long run. In addition, HRM's recruitment departments can choose electronic ways to promote their message and invite applications.

3.3 SELECTION

Selection is the process of selecting the most suitable candidates from among the job applicants. It is the process of offering jobs to the desired candidates. According to Revill (2000) [26], the green selection process may involve evaluating candidates based on environmental issues. This will help the panel measure the individual's attitude towards the organization's goal for a greener approach. In addition, the use of minimal paper for selection tests can also be a basic strategy for a green selection function.

3.4 TRAINING AND DEVELOPMENT

Training and development is one of the most important functions of HRM in any organization. The purpose of this training is to help employees learn new work techniques and improve their skills, behaviors and skills. Employee training and development helps update employees' skills and knowledge to get the job done, ultimately increasing their efficiency and the productivity of the organization.

Green Training and Development expects employees to be educated and equipped with knowledge of environmentally friendly activities, the importance of environmental management initiatives and ways to help reduce waste with energy conservation (Zoogah, 2011) [34]. The aim of training and development programs should be to develop employee knowledge skills and abilities to solve environmental problems and to enable employees to become responsible citizens.

3.5 PERFORMANCE MANAGEMENT

The HRM performance management function is a continuous process of improving performance by setting individual and team goals in line with the organization's goals, planning operations to achieve the goals, reviewing progress, and development of people's knowledge, skills and abilities. Achieving the environmental goals of green human resource management organizations requires evaluating the contribution of individuals. Opatha (2013) [22] advocates the inclusion of a separate component in the performance evaluation modules. It is important to note that these environmental standards or standards must be known to all employees and will be properly evaluated by the appraiser.

3.6 COMPENSATION AND BENEFITS

Compensation is one of the most important components of human resources and is considered to be the most difficult and demanding area of human resources. Compensation is the total amount of all compensation paid to an employee in return for the services rendered by an individual. The basic emphasis of compensation is on "attracting, retaining and encouraging employees" (Mondi & Noe, 2005) [20]. On the green side, organizations can link specific awards to green targets identified during the fulfillment or performance evaluation process. According to a survey conducted in the United Kingdom, about 8% of British companies awarded "Green Behavior" (Philips, 2007) [23]. In addition,

organizations may reward special acquisition of green training or skills acquisition certificates from various certification institutes.

3.7 SAFETY AND HEALTH

Providing a safe and healthy environment for their employees is the primary responsibility of any employer. The Society for Human Resource Management (2009) defines a "green workplace" as a workplace that is "environmentally sensitive, resource efficient and socially responsible". Providing a green workplace environment will help improve employee health and ultimately reduce medical costs the organization may have to incur at certain times due to unsafe working conditions.

• **GREEN MANAGEMENT AND EMPLOYEE BEHAVIOR**

Over the last decade, "environmental awareness" has been introduced into the working cadre as a method of controlling the situation through "planned activities" (Hayden et al., 2009) [9]. In doing so, managers have created natural management frameworks and guidelines and "being green" (Elic and Unnu, 2012) [19]. (2009) [9] describe the Green Administration as a company-wide process for applying advances to gain competitive advantage, waste reduction, sustainability, and social responsibility. The "green management system" is the dynamics of administration and the provision of continuous exercises and procedures. , Avoid and control nature's pollutants (Abbaspur, et al., 2006) [1]. While green management can exert strategic and economic benefits as a source of competitive advantage, the association should accept it as a moral concern, not as a reactionary process (Molina-Azorin et al., 2009) [19]. As a result, scholars have argued for the company's "green concern." Table 1 discusses the views of various researchers on green management over the years.

Table 1: Green Management Literature

BansalandRoth(2000) ^[4]	“Use data from 53 firms in the United Kingdom and Japan to reveal three motivations: competitiveness, legitimation, and ecological responsibility of green movement under the context of individual concern, organizational consensus and social formal and informal network ties between constituents on environment issue in an organizational field”.
WalterandBruch(2005) ^[33] and PorterandKramer(2006) ^[24]	“Recommend for a more close alignment between a company’s core strategy and its social responsibility efforts”.
Abbaspouretal.(2006) ^[1]	“Discuss how implementation of green management in sport complexes of Iran can ensure the continuous arrangement and assessment of activities from the environmental perspective to control and prevent contaminations”.
Sarkar(2008) ^[28]	“Points out that business practices related to the environment are now seen a transition from environmental management to environmental strategy”.
BergmillerandMcCright (2009) [5]	“Find the strengths of the combination of production process and green programs to improve business results”.
Hadenetal. (2009) ^[9]	“Suggest that green achievement can be made via continuous learning and development through embracing environmental goals and strategies into the goals and strategies of the organization”.

Babiak and Trendafilova(2011) ^[3]	“Deliberate the role and relevance environmentally focused corporate social responsibility (CSR) plays in professional sport organizations in North America and presents suggestions for future research in this area”.
Khanetal.(2013) ^[13]	“Notice many business organizations have re-branded their core values including social responsibility in environmental excellence”.

The basic premise of the structure outlined below is that performance is the work of an individual in the surrounding environment. According to Norton et al. (2015) [21], contextual factors are very important in shaping individual performance, including organizational, organizational, leader and team performance, as these factors shape a person's performance-based behavior in the flow. Furthermore, individual factors also play an important role in the functioning of Employee Green Behavior (EBG). "Inside the person" factors such as jobs, attitudes and behaviors and "inside the person" factors such as motivation and intentions can play an important role in determining EGB. Furthermore, the stimulus modalities can be controlled or autonomous with respect to the EGB.

However, autonomous status is considered relatively more important because there appear to be no personal obligations or interests to motivate EGB. Moving forward, it is argued that conditions of controlled motivation lead to the required EGB in organizations while autonomous motivation becomes the basis for voluntary EGB. Finally, the results of each situation are positive. As an institutional lever, an individual with a GBE can envision a competitive advantage. At the institutional level, by joining EGB it is possible to save additional costs. Leaders can also be effective in this situation. Additionally, teams display positive social norms as they perform in the organization. Everything ends positively with the employee's intentions towards career advancement.

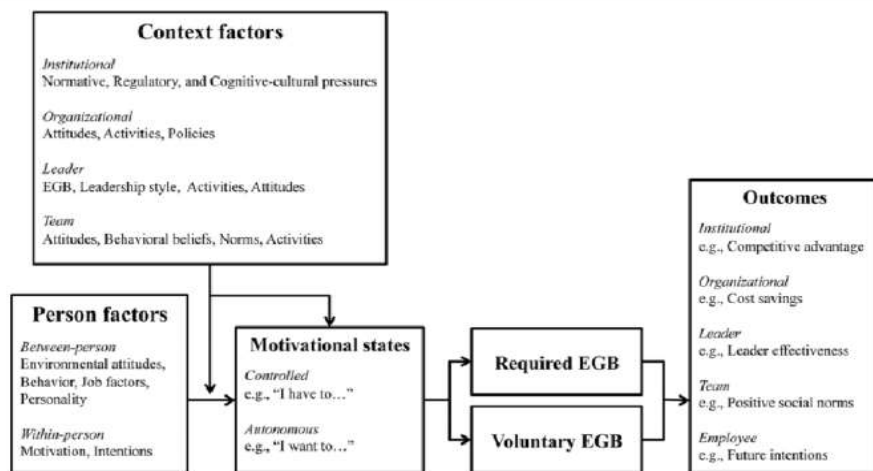


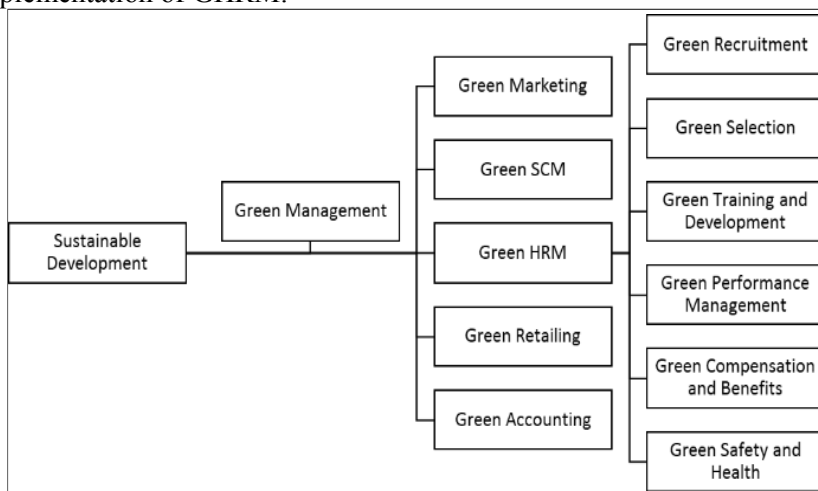
Fig 1: Model for Employee Green Behavior

3. CONCLUSION AND RESEARCH IMPLICATIONS

Green HRM is a growing field. The adoption of GHRM by various public and private sector organizations can alleviate some of the environmental concerns and the need for greening. The green HRM structure is not complex in nature and does not require a fundamental change in the structure of HRM functions, but at the same time has a positive long-term effect. Green HRM can be more fruitful if it is adopted by organizations as part of a broader philosophy of sustainable development or green management, but rather a small isolated step limited in time. Ahmed (2015) [2] reiterates that GHTM's efforts have resulted in "greater efficiency, employee retention, reduced costs and improved productivity, as well as other tangible benefits". Organizations need to be proactive and adopt practices that can help them develop while enabling organizations to pay society. Institutions can also choose the ISO 14001 certification path, which can also help these institutions move significantly toward environmentally sustainable processes.

It is important to note that the literature on green HRM and its implementation is mainly available in the context of developed economies and not in developing countries. Now is the time for developing countries to recognize the importance of a green and sustainable environment and to address the growing problems of global warming. Green HRM can be a small but effective strategy as part of a larger mission. Despite the many advances on the subject, Hosain and Rahman (2016) [10] point out that there is still room for the concept of green HR management in terms of theoretical and practical development.

In terms of research implications, more research is needed to test the current application of this concept by identifying factors that could facilitate or hinder the implementation of green HR management as an integral strategy by various organizations. A tool developed by Teng et al. (2017) can be used to measure and test the GHRM concept for further research on the above topic. The following framework can lead to effective use and implementation of GHRM:



REFERENCES

- [1]. Abbaspour M, Karbassi AR, Khadivi S. Implementation of green management concepts in sport complexes. *International Journal of Environmental Science and Technology*. 2006; 3(3):213-219.
- [2]. Ahmad S. Green Human Resource Management: Policies and practices. *Cogent Business & Management*, 2015, 2(1).
- [3]. Babiak K, Trendafilova S. CSR and environmental responsibility: motives and pressures to adopt green management practices. *Corporate Social Responsibility and Environmental Management*. 2011; 18(1):11-24.
- [4]. Bansal P, Roth K. Why companies go green: a model of ecological responsiveness. *Academy of Management Journal*. 2000; 43(4):717-736.
- [5]. Bergmiller GG, McCright PR. Parallel models for lean and green operations. Paper read at Proceedings of the Industrial Engineering Research Conference, Miami, FL, 2009.
- [6]. Brundtland Commission Report. World Commission on Environment and Development (Oxford: Oxford University Press, 1987).
- [7]. Clarke E. Power Brokers, *People Management*, 18th, 2006, 40-42.
- [8]. Denisi Angelo S, Ricky Griffin W. HRM: An Introduction. Houghton Mifflin College/Cengage Learning India, 2009.
- [9]. Haden SSP, Oyler JD, Humphreys JH. Historical, practical, and theoretical perspectives on green management: an exploratory analysis. *Management Decision*. 2009; 47(7):1041-1055.
- [10]. Hosain MD, Rahman MD. Green human resource management: A theoretical overview. *Journal of Business and Management*. 2016; 18(6):54-59.
- [11]. Jabbour CJC, de Sousa Jabbour ABL. Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*. 2016; 112:1824-1833.
- [12]. Jabbour CJC, Santos FCA, Nagano MS. Contribution of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management*. 2010; 21(7):1049-1089.
- [13]. Khan MT, Khan NA, Ahmed SU, Ali M. Corporate social responsibility (CSR) - Importance, impacts and benefit (A Review). *Editorial Advisory Board*. 2013; 37(1):160-170.
- [14]. Electronics LG. Electronics Sustainability Report (pp.). Seoul, Republic of Korea: CSR Group, 2010, 1-86. Retrieved from http://file:///C:/Users/TQM/Downloads/LGE_2010ENGfull.pdf
- [15]. Liebowitz J. The role of HR in achieving a sustainability culture. *Journal of sustainable development*. 2010; 3:50-57.
- [16]. Ilic DK, AyyildizUnnu NA. Web sites as a tool of creating value and green image: the case of istanbul stock exchange. *International Journal of Contemporary Economics and Administrative Sciences*. 2012; 2(2):94-116.
- [17]. Mampra M, Green HRM. Does it help to build a competitive service sector? A study In Proceedings of tenth AIMS International Conference on Management, 2013, 1273-1281.

- [18].Mandip G. Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*. 2012; 1:244-252.
- [19].Molina-Azorín JF, Claver-Cortés E, López-Gamero MD, Tari JJ. Green management and financial performance: a literature review. *Management Decision*. 2009; 47(7):1080-1100.
- [20].Mondy W, Noe. *Human Resource Management*, 9th Edition, 2005.
- [21].Norton TA, Parker SL, Zacher H, Ashkanasy NM. Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*. 2015; 28(1):103-125.
- [22].Opatha HHDNP. *Green Human Resource Management: A Simplified Introduction*, HR Dialogue, Department of HRM. Faculty of Management Studies and Commerce, University of Sri Jayewardenepura, 2013, 22-41.
- [23].Phillips L. Go green to gain the edge over rivals. *People Management*. 2007; 13:9.
- [24].Porter ME, Kramer MR. *Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility*. *Harvard Business Review*. 2006; 84(12):78-92.
- [25].Rani S, Mishra K. Green HRM: Practices and Strategic Implementation in the Organizations. *International Journal on Recent and Innovation Trends in Computing and Communication*. 2014; 2(11):3633-3639.
- [26].Revell C. The Greening of Personnel/Human Resource Management an Assessment. *International Journal of Applied HRM*, 2000; 1(3):1-30.
- [27].Sang ML, Kim ST, Choi D. Green supply chain management and organizational performance. *Industrial Management & Data Systems*. 2012; 112(8):1148-1180.
- [28].Sarkar R. Public policy and corporate environmental behaviour: A broader view. *Corporate Social Responsibility and Environmental Management*. 2008; 15(5):281-297.
- [29].Schuler RS. *Personnel and Human Resource Management*, Third Edition, 1987.
- [30].Sharma R, Gupta N. Green HRM: An Innovative Approach to Environmental Sustainability. Twelfth AIMS International Conference on Management. 2015, 825-830.
- [31].Society for Human Resource Management (SHRM), *Green workplace: Survey brief*. Alexandria, VA, 2009.
- [32].Tang G, Chen Y, Jiang Y, Paillé P, Jia J. Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*. 2018; 56(1):31-55.
- [33].Walter F, Bruch H. The keys to rethinking corporate philanthropy. *MIT Sloan Management Review*. 2005; 47(1):49-55.
- [34].Zoogah D. The dynamics of Green HRM behaviors: A cognitive social information processing approach. *Zeitschrift fur Personalforschung*. 2011; 25:117-139.
- [35].Zubair SS, Khan MA. *Training and Development: A review of Shaukat Khanum Memorial Cancer Hospital and Research Centre*. International Business and Education Conferences, London (UK). Clute Institute (USA), 2015.